

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM

Special Programs Staff  
Professional Development/OTE  
Room 1036 CofC

EXTENSION

DD/A REGISTRY

FILE: 18-1

DATE

10 May 1983

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. DDA  
7D18 Hqs

13 MAY 1983

2

Attached are the program schedule, seating chart, and biographic information on participants who will attend the upcoming Brookings Luncheon and Conference on Friday, 18 May 1983.

Thank you for your participation.

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CIA PARTICIPANTS IN BROOKINGS PROGRAM

DATE: Friday, 13 May 1983

TIME: 12:00-2:00 p.m.

LOCATION: Luncheon - Executive Dining Room 7D42  
Conference - DCI Conference Room 7D64

HOST: Harry E. Fitzwater  
Deputy Director for Administration

OTE REPRESENTATIVE:

[REDACTED] 25X1  
Chairman, Senior Officer Development Course

DISCUSSANTS:

Directorate of Intelligence

[REDACTED] 25X1  
Executive Officer, China Division,  
Office of East Asia Analysis

[REDACTED] 25X1  
Chief, Southern Africa Division,  
Office of African and Latin American Analysis

[REDACTED] 25X1  
Senior Analyst,  
Technology & Strategic Systems Branch,  
Naval Systems Division,  
Office of Scientific and Weapons Research

[REDACTED] 25X1  
Deputy Chief, Defense Industries Division,  
Office of Soviet Analysis

Directorate of Administration

[REDACTED] 25X1  
Executive Officer of Logistics

CONFIDENTIAL

25X1  
25X1

~~CONFIDENTIAL~~

**Directorate of Operations**



25X1

**Chief, Policy & Coordination Staff**



25X1

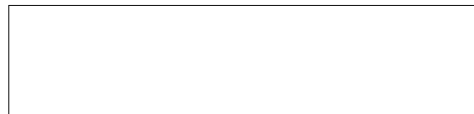
**Directorate of Science and Technology**



25X1

**Senior Scientist,  
Collection Technology Group,  
Office of Research and Development**

**Special Programs Staff,  
Office of Training and Education**



25X1

**CONFIDENTIAL**

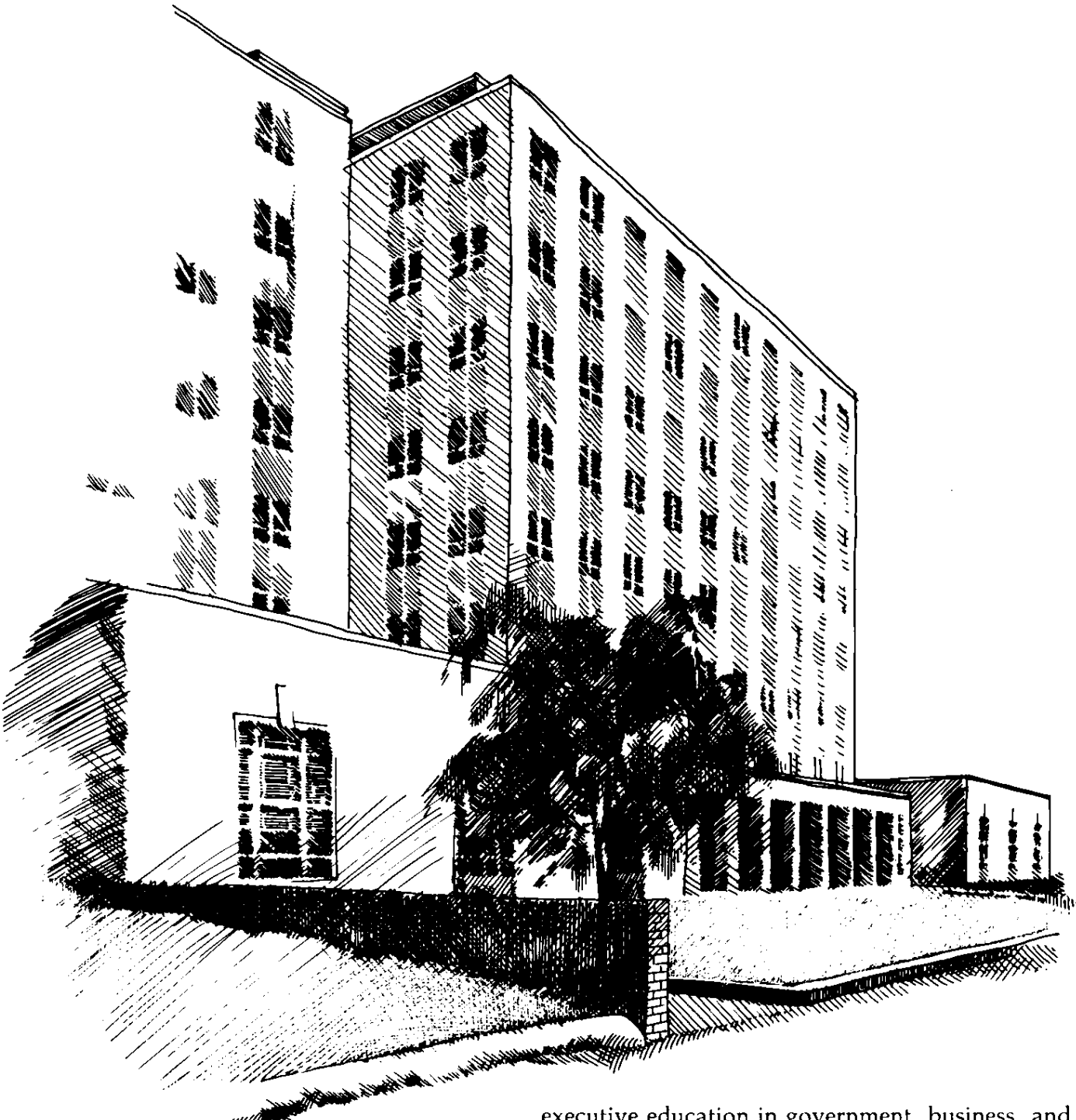
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# THE BROOKINGS INSTITUTION

## Advanced Study Program

CONFERENCE FOR  
BUSINESS EXECUTIVES  
ON  
FEDERAL GOVERNMENT  
OPERATIONS

MAY 8 - 13, 1983



ARTHUR L. ANDREWS (Larry)  
Manager-Logistics/Product Support  
McDonnell Douglas  
Astronautics Company  
5301 Bolsa Avenue  
Huntington Beach, CAL. 92647  
(714) 896-2060

Mr. Andrews has a background of 29 years of engineering and technical management experience. Receiving his undergraduate M.E. Degree from Stevens Institute of Technology, he continued with graduate studies in Engineering and Business Management at U.C.L.A. and Florida State; and received his M.S. Degree in Systems Management from the University of Southern California.

As Manager - Logistics/Product Support, Mr. Andrews directs the Logistic/Product Support organization responsible for providing total technical support services for the full range of company products. Activities under his management include operation and maintenance concept development and analysis in support of missile and Space systems; field service engineering to provide technical assistance for delivered products; technical training services for both factory and customer personnel; spares support functions including provisioning documentation, procurement, inventory control, and sales; administration of overhaul and repair activities; and development of technical publications for company-supplied equipment and systems.

Mr. Andrews began his career as a Test Engineer with Curtis Wright, working with experimental jet engines. Following a 3-year tour in the Air Force as a Nuclear Weapons Officer, Mr. Andrews joined McDonnell Douglas where he has progressed through a variety of assignments in Engineering and Management to his current position. His past assignments have involved Liquid Rocket Propulsion System Design Analysis and Test, Launch Operations Engineering at Kennedy Space Center, and Engineering Program Management. Mr. Andrews' past assignments have included management positions on many major aerospace programs that include the Thor IRBM, Nike Hercules missile system, Delta and Saturn space boosters, and the Skylab Space program; in addition he has acted as a consultant to ERNO-VFW, Fokker on the European Spacelab program.

Mr. Andrews is an Associate Fellow of the American Institute of Aeronautics and Astronautics (AIAA) and has served on the AIAA Support Systems Technical Committee, of which he was Chairman for 2 years. He is currently serving on the AIAA Aerospace Maintenance Technical Committee. He is a senior member of the Society of Logistics Engineers, and has served on the Aerospace Industries Association Propulsion Working Committee. He has authored papers and articles for AIAA symposia presentation and the Astronautics and Aeronautics magazine. He resides in Rancho Palos Verdes, CA, is a member of the Antique Watch and Clock Collectors Association and when not sailing, scuba diving, or skiing, he devotes his time to community activities. He is active in his church, serving in the past as a director, president, and various committee chairmanships. He has served in various Scouting positions at the troop, district and council level and has been honored with the District Award of Merit and the Silver Beaver award.

WALTER J. BARROW, Jr. (Buzz)  
Manager, Environmental Permitting  
and Programs  
Florida Power & Light Co.  
P.O. Box 14000  
Juno Beach, FL. 33408  
(305) 863-3642

W. J. "Buzz" Barrow has studied at the University of Southern California, New York University, University of Maryland and Culver-Stockton College in both Engineering and Management.

Buzz is the Manager of Permitting and Programs in the Environmental Affairs Department for Florida Power & Light Co. in Juno Beach, Florida.

Buzz was employed by Florida Power & Light Co. in August of 1971 as an Administrative Assistant to the Vice President. During the next several years he established and continues to oversee the licensing and permitting operations that are currently used Company wide. Included in his other responsibilities are environmental licensing for the Company's two nuclear power plants and eight fossil fuel plants. He also is responsible for developing sites for ultimate power plant certification, licensing and coordinates and presents Company policy relating to environmental legislation rules and regulations that emanate from both state and federal governments.

He is a retired United States Air Force pilot and held the rank of Lieutenant Colonel. While in the Air Force he studied Electrical and Aeronautical Engineering as well as advanced management programs to help him in his capacity as a Squadron Commander and eventually Director of Safety.

Buzz is frequently called upon to speak before civic and private organizations on environmental issues and is a member of the Florida Chamber of Commerce Natural Resources Policy Committee, the Edison Electric Institute Utility Air Regulatory Group, the Florida Electric Power Coordinating Group Environmental Committee (past Chairman) and the Southeastern Electric Exchange.

ALBERT R. BERNARD, Jr. (A1)  
Vice President  
Exxon Chemical Americas  
P. O. Box 3272  
Houston, Texas 77001  
(713) 870-6401

Received a B.S. in Chemical Engineering from Purdue University in 1967, followed by an M.S. in Industrial Administration (MSIA) in 1968, also from Purdue. Honored as a Krannert Scholar in the MSIA program.

Currently Vice President - Specialties for Exxon Chemical Americas. Has P and L responsibility for Exxon Chemical's specialty chemicals businesses in the Western Hemisphere with total sales over \$150 million. These businesses serve a wide range of markets in the petroleum, mining, electronics, adhesives, rubber and agricultural industries. The various products solve operating problems or impart desired performance characteristics to the customers' formulated products. Also responsible for assessing and commercializing new specialty chemical opportunities for Exxon Chemical Americas.

Joined Exxon Chemical after receiving MSIA degree in 1968. Held several positions in manufacturing followed by an assignment as Product Executive for Exxon Chemical's worldwide Plastics operations at its headquarters (then in New York). In 1978, moved to Essochem Europe Inc. (division of Exxon Chemical) as Planning Manager for Olefins, working on long-range strategic studies and acquisitions. Immediately preceding current assignment, was Marketing Manager for Olefins in Europe. Exxon Chemical is the largest manufacturer of olefins in Europe, making products primarily serving the plastics and rubber industries in Europe, the Middle East and Africa.

In 1982, returned to the U.S. and was appointed Vice President of Exxon Chemical Americas.



JEROME BERNSTEIN (Jerry)  
Logistics Department Manager  
Esso Europe Inc.  
50 Stratton Street  
London W1X 6AU, England  
01 - 493 7030, Ext. 3435

Jerome Bernstein graduated from the City University of New York with a B.S. Degree in Chemical Engineering. He has participated in numerous management training programs, including the Columbia University Executive Program in Business Administration.

Mr. Bernstein currently works in Exxon's European headquarters' office and holds the title of Logistics Department Manager. In this capacity he is responsible for co-ordination of the performance of Exxon's European Refining, Marine and Pipeline operations. His department is responsible for developing with field management plans and programs to ensure safe, efficient and competitive operations.

Prior to his current assignment Mr. Bernstein has held a number of management positions in the engineering and research fields for Exxon. In his last assignment he managed Exxon's Petroleum Research Laboratories in Baton Rouge (1976-1981). Earlier assignments included managing a number of Exxon's Engineering Divisions.

Mr. Bernstein is a member of the American Institute of Chemical Engineers and the American Petroleum Institute.

DONALD N. BROWN (Don)  
Second Vice President  
John Hancock Mutual  
Life Insurance Co.  
John Hancock Place  
P.O. Box 111  
Boston, MASS. 02117  
(617) 421-2133

EDUCATION:

A.B. Boston University-1965

Harvard Business School's Program for Management Development-1978

PRESENT POSITION:

Second Vice President in Mortgage and Real Estate Department of John Hancock Mutual Life Insurance Company and President of John Hancock Realty Services Corp. John Hancock Realty Services Corp. is a new subsidiary which is involved in the mortgage banking and brokerage business, the private and public real estate syndication business and the real estate property management business. These functions are done through a system of regional offices throughout the United States.

CAREER

Entire business career with John Hancock Mutual Life Insurance Company in the Mortgage and Real Estate Department. Progressed through various levels of responsibility to most recent position as Second Vice President in charge of Loan Production involving the annual investing of approximately \$500,000,000 in mortgages and real estate and the management of a \$4.5 billion portfolio.

OUTSIDE ACTIVITIES

Board of Director - Greater Boston Real Estate Board

Member - Mortgage Bankers Association of America

RECENT CIVIC & COMMUNITY ACTIVITIES

Member and Chairman - Norwell Government Study Commission

Member and Chairman - Board of Trustees - Norwell United Church of Christ

FRANCIS H. CLOUDMAN, III (Terry)  
Division Controller  
IBM-General Products Division  
5600 Cottle Road, P40/098  
San Jose, CAL. 95193  
(408) 224-6837

BA in Economics, Rice University  
MBA, Stanford University

Division Controller, IBM - General Products Division, San Jose, CA

Responsibilities

Provide financial planning assistance in preparation of Division plans. Provide financial analysis of performance against plan, pointing out areas where management attention is needed. Direct the division accounting operations. Provide staff guidance to functional controllers and ensure that sound financial controls and practices are maintained. Provide financial assistance to Division management.

Mr. Cloudman joined The General Products Division of IBM in San Jose, California in 1971. In 1972 he became a Financial Analyst and in 1975 he moved to Boulder, Colorado where he became the GPD Laboratory Controller. In 1976 he moved to Bethesda, Maryland to become the Manager of Financial Services for the Federal Systems Division. He became in 1978, Manager of Pricing for the Office Products Division, in Franklin Lakes, New Jersey. In 1980 he was promoted to Manager of Budgets at Corporate Headquarters in Armonk. In 1981 he returned to Franklin Lakes as the Division Controller for the Customer Service Division and in 1982 became the Division Controller of the General Products Division in San Jose, California.

RUDOLPH H. COOK  
Chief Engineer  
Test & Evaluation  
Engineering  
Lockheed-California Co.  
P.O. Box 551  
Dept. 74/01, Bldg. 63-3, Plant A-1  
Burbank, CAL. 91520  
(213) 847-5187

EDUCATION:

BSME - University of Colorado

ME - University of California at Los Angeles (UCLA)

POSITION AND RESPONSIBILITIES:

Responsible for all Engineering flight test, laboratory and development shop activities of the Lockheed-California Company.

SUMMARY OF CARRER:

Past activities and assignments over 24 years have included:

- o Engineering Project Manager S-3A, a Navy carrier antisubmarine warfare aircraft.
- o Manager, development, demonstration and certification of communications autopilot and control systems for F-104, Electra, Constellation, P-3, L-1011 and CP-140 aircraft.
- o Manager, data acquisition and flight test instrumentation organization for the Lockheed-California Company.

**HARRY F. DEL MURO**  
**Director, Mission Development**  
**TRW Electronics & Defense**  
**One Space Park R5/2251**  
**Redondo Beach, CAL 90278**  
**(213) 536-1543**

**Mr. Del Muro attended the New York Technical Institute of New Jersey, Hofstra College, Hempstead, New York, and the UCLA Graduate School of Business Management.**

**His current position is Director of Mission Development/Group Development for the Space & Technology Group of the Electronics and Defense Sector of TRW Inc.**

**He has been with TRW for the past 20 years with increasing responsibility in areas focusing upon requirements analysis, program development, and marketing.**

**Prior to TRW, he was employed by RCA, United Technology Corp., Office of Naval Research, and the Hazeltine Corp.**

EUGENE L. FAIRFIELD (Gene)  
IBM Director  
Communications Program  
IBM Corporation  
Old Orchard Road  
Armonk, N. Y. 10504  
(914) 765-6640

B.A. degree in English, Loyola University, Chicago (1958).

Mr. Fairfield has held a variety of communications positions in IBM. He was named to his present position in 1981. Currently he is responsible for Corporate film, literature and cultural support activities, as well as supervision of the IBM design program.

Mr. Fairfield joined IBM in 1967. He has held positions in press relations, internal communications, and related communications areas.

JACK FARISS  
General Attorney  
Marathon Oil Co.  
539 S. Main Street  
Findlay, Ohio 45840  
(419) 422-2121

Mr. Fariss received his B.A. degree from Rice University in 1951, with a major in business and finance. He served on active duty for two years in the U. S. Navy Reserve as a deck officer. He then received a master's degree in business from Stanford University in 1955. After working in the audit department of Arthur Anderson & Company, he received his Bachelor of Laws degree from the University of Texas in 1959.

Mr. Fariss is presently a General Attorney for Marathon Oil Company in Findlay, Ohio. His responsibilities include supervision of attorneys engaged in labor law, environmental law, real estate, and administrative matters.

Prior to his present position, Fariss served three and one-half years as Manager, Legal in Marathon's London, England office. Previous responsibilities included assignments as staff attorney, international exploration and production; marketing; finance; and natural gas. Prior to joining Marathon in 1962, he was staff attorney for Plymouth Oil Company in its Pittsburgh, Pa. and Houston, Texas offices.

Mr. Fariss has served on the United Way campaign, area council of the Boy Scouts of America and various committees of the YMCA. He is a member of the Ohio, Texas and American Bar Associations.

ALBERT B. GILMAN (Al)  
Senior Vice President  
Bank of America  
3600 American River Drive  
Sacramento, CAL. 95825  
(916) 449-4421

Mr. Gilman attended Humboldt State College in 1936 and the Stonier Graduate School of Banking, Rutgers College in 1963.

As senior vice president of Bank of America's Sacramento-North Counties Region, headquartered in Sacramento, he is in charge of the bank's 150 branches in 26 counties in Northern California. He was appointed to this position in April, 1974. As head of one of the bank's Regions, Mr. Gilman is responsible for all lending activities in his Region, as well as administrative functions.

He joined the bank in 1939 and served in various Northern California branches before entering branch administration at the San Francisco Headquarters in the mid-1950s. He was named a vice president in 1962, and in 1966, became area administrator for the Oakland Region. He came to his assignment in Sacramento in 1974.

In Sacramento, Gilman is a member of the Sacramento Metropolitan Chamber of Commerce and the Del Paso Country Club. He is past president of the Sacramento Area Commerce & Trade Organization and treasurer of the Sacramento History Center. He is on the Board of Boy Scouts; Camellia Festival Association; Port of Sacramento; Sacramento Symphony League; Vocational Industrial Clubs of America; and serves as a community consultant to the Junior League of Sacramento. He also served as a member of a special committee of the Sacramento Metropolitan Airport.



JOSEPH M. GOLUB (Joe)  
Manager Production Resources  
Distribution Transformer Div.  
Westinghouse Electric Co.  
Newton Bridge Road  
Athens, GA. 30613  
(404) 548-3121

B.B.A. Degree - University of Georgia. Undergraduate credits at Penn State University, Westminster College and University of Pittsburgh.

Since 1981 Mr. Golub has been Division Manager of Production Resources for the Distribution Transformer Division. The Division includes plants at Athens, Georgia and Jefferson City, Missouri. He is responsible for the Division capital expenditures program which exceeds \$3 million, for development of advanced facilities, for international licensee support and for the cost improvement programs.

Mr. Golub has spent his entire business career of over forty years with Westinghouse. He has been in management since 1955 when he became a member of a new plant planning team and followed up as Industrial Engineering Manager at the new facility in Athens, Georgia in 1958. In 1967 he transferred to corporate headquarters as an Industrial Engineering Consultant for two years and returned to Athens in 1969 as Manager of Manufacturing Support. From 1976 to 1981 he was involved with setting up plants in Puerto Rico and South America.

He is a member of the American Institute of Industrial Engineers (AIIE). He has served as President of the Westinghouse Employees Association and was active in Little League baseball.

KEVIN M. HENNING (Kev)  
District Operations  
Manager-East Operations  
Marathon Oil Co.  
P.O. Box 53266  
Lafayette, LA. 70505  
(318) 233-8240

Graduated from Marietta College in 1969 with a Bachelor of Science Degree in Petroleum Engineering. Worked as a VISTA Volunteer prior to beginning employment with Marathon Oil Company in February of 1970. While working for Marathon, completed post-baccalaureate courses in statistics and business administration and participated in various company sponsored technical schools and management programs. During the spring of 1981, completed the fourteen week Program for Management Development at Harvard Business School.

Currently District Operations Manager-East Operations in Marathon's Gulf Coast Offshore District located in Lafayette, Louisiana. Responsible for planning and implementing programs and conducting day-to-day drilling, oil and gas production and construction activities in the Eastern Gulf of Mexico. Four departments report to the District Operations Manager which include: Drilling, Engineering, Geology and Production Operations with a total of 109 technical and supervisory personnel and 193 field personnel. Currently this area is producing 33,000 barrels of liquid hydrocarbons per day and 120 million cubic feet of gas per day.

Began 13 year career with Marathon Oil Company in Northwest Louisiana as a field engineer and worked in various engineering assignments in Louisiana and Texas until 1976. In 1976, became a Production Foreman working a seven-on and seven-off schedule, supervising five offshore oil and gas production platforms. In January, 1977, named Production Superintendent in Marathon's Venice, Louisiana office. After one year in Venice, moved to Marathon's Lafayette office as District Engineer for Eastern Operations and remained in that position until December, 1980. In December, 1980, became Operations Superintendent for Eastern Operations. In February, 1982, re-assigned as District Drilling Superintendent for Eastern Operations. Remained in that position until July, 1982, when appointed to current position of District Operations Manager for Eastern Operations.

Over the years involved in various professional and civic organizations. In the professional area they include: The American Petroleum Institute, Society of Petroleum Engineers and Louisiana Association of Business and Industry. Current Chairman of the Evangeline Section, SPE of AIME. In the community, served as Scoutmaster, Little League Baseball Coach and Division Chairman for the Lafayette United Givers Fund.

JOHN E. MACK (Jack)  
Director  
Central Office Operations  
Systems  
Bell Laboratories, WB 1L301  
Crawfords Corner Road  
Holmdel, N.J. 07733

Mr. John E. Mack received a Bachelor of Science degree in Engineering Physics from Montana State University in 1948, and Master of Science and Ph.D. degrees in Physics in 1951 and 1954, respectively, from Lehigh University.

Mr. Mack is Director of Central Office Operations Systems Engineering Center at Bell Laboratories, responsible for centralized maintenance planning, and related systems engineering studies and requirements.

Mr. Mack joined Bell Laboratories in 1954 and was primarily engaged in development of memory systems for electronic switching systems. In 1956 he began supervising a group working on Electronic Switching Systems exploratory development, and in 1961 became Head of the Automatic Number Identification Systems and Special Switching Projects Department. In this position, he was concerned with continued extension of the Direct Distance Dialing telephone service. In 1966, he was promoted to Director of the Toll and Tandem Switching Laboratory, responsible for development of switching systems in the Bell System long-distance network. He assumed his present position in 1972.

Mr. Mack is a member of the American Physical Society and the honor societies Tau Beta Pi, Sigma Xi, and Phi Kappa Phi. He is co-author of an IEEE paper with W. B. Smith. He is the Spiritual Center Advisor for St. Mary's Church in Colts Neck, New Jersey.

FRANK M. MAURO  
Senior Consultant  
Lockheed Corporation  
P.O. Box 551 (D/08-10, B/63 A1)  
Burbank, California 91520  
(213) 847-6671

(1) Education:

Pepperdine University, MBA, May 1979  
New York University, MSEE, June 1973  
Manhattan College, BEE, May 1970

(2) Current Position and Responsibilities:

Senior Consultant, Lockheed Corporation. Currently participating in a two year management development program assigned to the Lockheed Corporation's Strategic Planning Staff. As part of the staff, I was responsible for the development and preparation of Lockheed's 1983-1992 Corporate Strategic Plan. I am currently responsible for the definition and institution of a financially strategic planning process, along with various staff assignments, as they arise.

(3) Summary of Career:

1970-1974 - ARMA, Division AMBAC Industries.  
Design and Development Engineer. Responsible for design and development of digital processing and test systems.

1974-1982 Lockheed California Company  
Held various positions within both the technical and managerial ranks. The following is a listing of positions held:

- o Project Engineering
- o Software Development Manager
- o Preliminary Design Department Manager
- o Corporate Planning Staff

(4) Honors:

Eta Kappa Ku

Memberships:

Institute of Electrical and Electronic Engineers  
National Management Association

Civic Activities:

Junior Achievement

BARRY P. MIKESELL  
Manager Estimating: Pricing  
Westinghouse Electric Corp.  
Intergrated Logistic Support Div.  
1111 Schillins Road  
Hunt Valley, Md. 21031  
(301) 995-5209

Mr. Mikesell graduated from Duquesne University in 1967, in the upper 10% of his class with a B.S. in Accounting. He also attended the University of Pittsburgh and Carnegie Mellon where he participated in the Fine Arts and Engineering Programs.

His present position as Manager Estimating and Pricing with Westinghouse, Logistic Support Division and in this position prepares const proposals for spare parts, repair services, test equipment and other logistic support services for air and ground radar equipment sold by Westinghouse. The volume of activity is approximately 2 to 2.5 billion a year. Over sixty people are directly involved in this activity and our prime customer is the U.S. Airforce.

Prior to this assignment he had 15 years experience with Westinghouse Controller's and financial organization. His tour included Corporate Auditing, Financial Planning and Cost Control, Accounting and cost accountinf for large construction contracts. The product lines and deciplines that any assignments related to were engineering, manufacturing, marketing, and research and development. Customers included both government and commercial.

FLOYD E. OLSON  
Division Manager - Pricing  
Northwestern Bell Telephone Co.  
100 South 19th Street, 1270 Dodge  
Omaha, Nebraska 68102  
(402) 422-3253

Attended Morningside College in Sioux City, Iowa. Have a B. S. Degree in Math and Physics.

Present position is Division Manager - Pricing, Northwestern Bell Telephone Co., Regulatory Department. I supervise the preparation and administration of Northwestern Bell Nebraska Tariffs.

I have twenty-nine years experience in Management and Non-management. Twenty-five years was spent in managing the maintenance of technical plant. The last four years has been in my present Regulatory position.

Civic activities consist of the following: Millard Lions Club member, UCS Speakers Bureau, Northwestern Bell Speakers Bureau, and Dominican Parenting Program.

Currently I am President of the Millard School Board, Member of the Nebraska Council for Teacher Education, Speaker at the National School Board Conference 1982 and 1983. Also an active member of the Omaha Safety Council.

CRAIG J. PACE  
Regional Counsel  
Hewlett-Packard Co.  
3404 E. Harmony Road  
Ft. Collins, CO 80525  
(303) 226-3800, Ext. 3145

B.A. in History, Brigham Young University (1968); J.D. degree, University of Utah (1971).

Since 1981, Mr. Pace has been Central/Northwest Regional Counsel in Hewlett-Packard's General Legal Department. In that position, he is responsible for handling non-technical/non-tax legal matters for Hewlett-Packard's facilities in Washington, Oregon, Idaho, Colorado and Illinois.

Mr. Pace joined Hewlett-Packard in 1974 after three years of private legal practice in San Jose, California. Between 1974 and 1981, he spent two years in Boston at Hewlett-Packard's medical electronics facility and the balance of the time at Company headquarters in Palo Alto, California, where he concentrated on employee relations related matters.

He is admitted to practice in California and is a member of the American Bar Association.

PERCY A. PAYNE  
Division Production Manager  
On-Shore Division  
Shell Oil Company  
P.O. Box 61062  
New Orleans, Louisiana 70161  
(504) 588-4001

Percy Payne is a graduate of Mississippi State University with a BS in mechanical engineering and an MS in petroleum engineering. He began his Shell career in 1968 as an engineer in the Production Department. He held a number of engineering assignments of increasing responsibility through 1975. From 1976 Percy has been in management positions both in engineering and operations. He is presently Division Production Manager in New Orleans.



H. W. PRAETORIUS (Walt)  
Manager, Western Division  
Exploration  
Exxon Company, U.S.A.  
Box 120  
Denver, Colorado 80201  
(303) 789-7490

Mr. Praetorius received his B. S. degree in Geology at Washington State University in 1954. In 1956, he received his M. S. degree in Geology at the University of Colorado.

He is currently the Manager of the Western Division, Exploration Department, Exxon Company, U.S.A. He manages Exxon's oil and gas exploration activities in eleven western states.

In 1958, Mr. Praetorius began his career with Exxon in Vernal, Utah, as a geologist. From 1958-1971, he held a variety of professional and supervisory assignments in the Rocky Mountain states, Oklahoma, and Texas. From 1971-1973, he joined the Headquarters staff of Esso Exploration and was involved in oil and gas exploration programs in Europe, Africa, and Latin America. In 1973, he returned to domestic oil and gas exploration as a Geological Advisor in the Western Division of Exxon Company, U.S.A., Denver, Colorado. Subsequently, he served as Geological Manager, becoming Exploration Manager in 1982.

Mr. Praetorius currently is a member of the America Association of Petroleum Geologists and other local geological societies.

STEPHEN C. SAMELS (Steve)  
Senior Counsel  
IBM  
Old Orchard Road  
Armonk, New York 10504  
(914) 756-4833

Education:

B.S.L. (law), University of Minnesota, 1957  
Juris Doctor, University of Minnesota Law School, 1959

Current Position and Responsibilities

Senior Counsel  
Office of the Senior Vice President & General Counsel  
IBM Corporation, Armonk, New York.  
Responsible for litigation for or against IBM in various  
cases pending throughout the U.S.

Career Summary

1960-1963 Swan, Mattson, Pongiales & Samels  
Rochester, Minnesota  
1962-1963 Assistant County Attorney  
Olmsted County, Minnesota  
IBM Corp:  
1963-64 Attorney, General Products Div., Endicott, NY  
1965-66 Staff Attorney, Federal Systems Div., Gaithersburg, MD  
1967-72 Area Counsel, Systems Mfg. Div./General Systems Div.,  
Rochester, Minn.  
1973-76 Senior Staff Counsel, IBM Europe, Paris, France  
1980-82 Counsel, System Products Div., White Plains, NY

Admissions and Memberships

Bar admissions:  
Minnesota; New York; U.S. District Court, northern  
district, NY; U.S. District Court, District of Columbia and  
U.S. Court of Appeals for the D.C. Circuit; U.S. Supreme Court  
Memberships:  
American Bar Association; D.C. Bar Association; American  
Arbitration Association; Delta Tau Delta Fraternity; La  
Confrerie des Chevaliers du Tastevin

LEE ARTHUR SCHANUEL  
Manager-Program Development  
and Marketing  
McDonnell Douglas Astronautics Co.  
Box 516  
St. Louis, Missouri 63166  
(314) 232-5869

B.S. degree, School of Business-Marketing, Southern Illinois University,  
Edwardsville (1967)

Since 1970, Mr. Schanuel has been responsible for conducting competitive analyses, compiling marketing action plans and customer contact plans, and market analysis for individual products and product lines. He has been involved in Corporate planning activities preparing ten-year environmental forecasts, operating plans and new programs sales estimates. He currently is responsible for maintaining a continuing surveillance of Federal budgets affecting company programs, tracking Congressional activity during the budget approval cycle and alerting management of any actions having an adverse effect on company products and programs.

In 1967, having been in the General Engineering Division of McDonnell Aircraft since 1955, Mr. Schanuel transferred to the McDonnell Douglas Electronics Company where he was responsible for Marketing Aerospace Ground Equipment, trainers and simulators and various avionic flight hardware.

Mr. Schanuel contributed to an article in the AIAA publication, Astronautics and Aeronautics, titled "Aerospace Highlights 1980 - Space Systems."

BYRON A. SCORDELIS  
Vice President  
Bank of America  
555 California Street, SVITR 210U  
San Francisco, California 94104  
(415) 622-6487

As a Vice President in Bank of America's Retail Financial Services Division, Byron A. Scordelis serves as Director of Strategic Planning. In this capacity, he is responsible for directing the implementation of major elements of the Bank's retail strategic plan in the California marketplace; these specific elements include branch reconfiguration, evaluation of electronic delivery systems, transaction product development, market segmentation, and revamping of organizational and incentive structures. Scordelis was appointed to this post in August 1982.

Prior to his current assignment, Scordelis spent three years as a member of the BankAmerica Corporation planning staff where he was responsible for development of the Bank's corporate-level strategic plan for its California retail banking business. He joined the Bank's California Division in 1974 at Sunnyvale Main Office, where he served as a commercial lending officer and subsequently as an Assistant Vice President in the Corporate Banking Group. In 1977, he moved to Santa Clara Main Office as Assistant Manager and Senior Credit Officer. He was elected as a Vice President with the Bank in 1979.

A native of Boston, Massachusetts, Scordelis is a Phi Beta Kappa graduate of the University of California at Berkeley where he earned two undergraduate degrees in Economics and Resource Conservation in 1972. He received a masters degree in Business Administration from Stanford University in 1974.

GEORGE L. SWEENEY  
Manager of Government Services  
Florida Power and Light Co.  
4200 W. Flagler Street  
Miami, Florida 33131  
(305) 442-5181

Florida International University - Bachelor of Business Administration  
Degree (1977)  
Major: Management/Personnel  
Miami-Dade Community College - Associates in Arts Degree (1970)

Southern Division Manager of Governmental Services:  
Responsible for the management of all personnel in Governmental  
Services, for the Southern Division of Florida Power & Light Company,  
as they interface with all governmental agencies on issues and  
functions necessary for the day to day operations to provide  
electrical services within the rule, regulations and guidelines  
mandates by local and state ordinances and statutes.

Started Working with FPL April 2, 1956.  
Held many responsibilities within the Customer, Engineering and  
Commercial areas.  
Was Manager of Southern Division Claims Office from 1973-1982

Member of Kiwanis Club of Miami  
Past President of North Miami Jaycees  
FIU Alumni Association  
President North Miami Little League  
Dade County Police Chiefs Association  
Dade County Fire Officers Association  
South Florida Claims Association  
American Society of Industrial Security

SOLOMON D. TRUJILLO (Sol)  
Assistant to the  
Vice President  
Mountain Bell  
400 Tijeras N.W. Station 734  
Albuquerque, New Mexico 87102  
(505) 765-8940

Mr. Trujillo received his Bachelor Science degree from the University of Wyoming in May, 1973. He then received his Master Business Administration in May, 1974.

His present position is Assistant to the Vice President for Mountain Bell. This position is the permanent chairperson of the District Operations Council (DOC) and is responsible for effective intersegment resolution of customer service problems to assure that service levels meet or exceed corporate objectives. Implicit also is the responsibility for the success and reputation of the Company in all external relations matters.

Mr. Trujillo's career with the Telephone Company began in June, 1974 as a Commercial and Administrative Forecaster. He held this position until August, 1976 when he went to work as a Staff Administrator/Regulatory Matters. In February, 1978 he was promoted to District Staff Manager-Rates and Tariffs and finally in June, 1981 he was again promoted to his present position of Assistant to the Vice President.

He is an active member in Kiwanis, the Hispano Chamber of Commerce, Success Oriented Managers Offering Support and the Albuquerque Greater Chamber of Commerce.

THOMAS C. VARLJEN (Tom)  
Engineering Manager  
Advanced Reactors Division  
Westinghouse Electric Corp.  
P.O. Box 158  
Madison, Pa. 15663  
(412) 722-5546

Mr. Varljen received his Bachelor of Science Degree from New York University in 1960 and his Master of Science Degree from the University of California in Berkeley in 1966.

Mr. Varljen is presently Engineering Manager of the Advanced Reactors Division of the Westinghouse Electric Corporation. In this capacity he directs the activities of the multi-discipline Department responsible for a wide variety of design, analysis, development and test functions related to advanced nuclear technology development programs. His organization is principally involved in engineering the Clinch River Breeder Reactor Plant and follow-on Liquid Metal Fast Breeder Reactor Projects. Other activities include engineering support of other advanced fission reactor systems and nuclear fusion reactor development.

Upon graduation from New York University, Mr. Varljen joined the staff of the Lawrence Livermore National Laboratory in Livermore, California and was a physicist in the group responsible for the design, development and operation of the PLUTO nuclear ramjet reactor, as well as other advanced nuclear systems for defense and space applications.

He joined Westinghouse in 1967 at the Westinghouse Astronuclear Laboratory and served in a variety of engineering and management positions, including Manager, Thermoelectric Applications and Manager, Nuclear Design and Radiation Analysis. From 1974 through 1981, he was associated with Westinghouse Nuclear Fusion activities as Manager of Engineering and Manager of Fusion Programs. During the period 1974 through 1976 he led the engineering effort for the conceptual design of the Tokamak Fusion Test Reactor, now in operation at the Princeton Plasma Physics Laboratory.

Mr. Varljen is a registered professional engineer in Nuclear Engineering. He is past-chairman of the Mt. Diablo Section of the American Institute of Aeronautics and Astronautics and the Pittsburgh Section of the American Nuclear Society. He is also a member of the American Association for the Advancement of Science and the American Management Association. His community activities include service on the Board of Directors of his local YMCA and volunteer leadership in the Boy Scout Program. He has over thirty publications and has served on a number of advisory panels for the U. S. Department of Energy and U. S. representative at a number of international conferences, principally in the fusion energy field.

CONFERENCE FOR BUSINESS EXECUTIVES  
ON  
FEDERAL GOVERNMENT OPERATIONS

MAY 8 - 13, 1983

PROGRAM

Advanced Study Program  
1775 Massachusetts Avenue, N.W.  
Washington, D. C. 20036



CONTENTS

FOREWORD

BROOKINGS ADVISORY COMMITTEE ON BUSINESS PROGRAMS

TAB 1            LIST OF PARTICIPANTS

TAB 2            SCHEDULE OF DISCUSSION SESSIONS

TAB 3            BIOGRAPHICAL INFORMATION ON THE SPEAKERS  
                  AND BROOKINGS STAFF

## FOREWORD

Senior level officials of our nation's corporations need to be able to analyze government operations and decision-making processes. Any list of a business executive's responsibilities and required skills surely would include a working knowledge of the constantly changing, dynamic public policy environment. The Conference in which you are now participating is designed to assist corporate executives acquire that knowledge.


Government impacts on business in hundreds of ways every day. National tax and expenditure policies, intergovernmental funding mechanisms, foreign trade policies, regulation and deregulation, and numerous other policy areas are in constant flux. Decisions in these areas have both an immediate and a long-term impact on our nation's corporations. It is not enough to know the outcome of policy decisions. Understanding the processes through which decisions are made sharpens planning and gives executives the ability to help shape those decisions.

This Conference is designed to give you the opportunity to participate in serious, educational discussions with key actors in the federal decision-making arena on a nonpartisan basis. You will have the opportunity to raise questions and issues of interest to you while gaining valuable insights into government decision processes, management problems, and policy planning. Our goal is to insure that you develop in some depth an informed and balanced insight into the workings of the federal government.

We achieve this objective by providing you with an extensive schedule of informal, off-the-record discussions with members of Congress representing a spectrum of political persuasions, Executive Branch officials, representatives of non-governmental associations, with the press, and with other knowledgeable participants in governmental processes. A Senior Staff Member of The Brookings Institution has designed this program for you. That staff member will be with you throughout the Conference to help stimulate critical thought. To a very large extent the success of this Conference will depend on the exchange of views which you and your colleagues generate with the government officials who have agreed to meet with you. We encourage you to participate in the sessions both fully and openly.

This Brookings Conference series is now in its twenty-first year. We are confident that it will provide you with an understanding and an awareness of federal government operations that will help to improve your corporate leadership skills at a time when U.S. corporations are not only expected to grow and promote productivity, but also to help achieve numerous difficult, and often conflicting, social goals.

We welcome you with the hope you will find the Conference both helpful and stimulating.

  
A. Lee Fritschler, Director  
Advanced Study Program  
The Brookings Institution

ADVISORY COMMITTEE ON BUSINESS PROGRAMS

JAMES P. BAUGHMAN  
Manager, Management  
Education Operation  
General Electric Company  
3135 Easton Turnpike  
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Advanced Study Program  
The Brookings Institution  
March 1983



LIST OF PARTICIPANTS

CONFERENCE FOR BUSINESS EXECUTIVES ON  
FEDERAL GOVERNMENT OPERATIONS

MAY 8-13, 1983

LIST OF PARTICIPANTS

ARTHUR L. ANDREWS  
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-2-

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D/08-10, B/63 A1  
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Box 516  
St. Louis, Missouri 63166

-3-

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Southern Division Manager  
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Advanced Reactors Division  
Westinghouse Electric Corp.  
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Fred Heddens  
IBM

BROOKINGS STAFF

BRADLEY H. PATTERSON, JR.  
Senior Staff Member  
Advanced Study Program  
The Brookings Institution

FRANCES E. MARTIN  
Conference Assistant  
Advanced Study Program  
The Brookings Institution





SCHEDULE OF DISCUSSION SESSIONS

SUNDAY, MAY 8, 1983

WASHINGTON, D. C.

5:00 P.M.

The Hemisphere Room  
The Washington Hilton  
Connecticut Avenue and  
T Street, N.W.

COFFEE AND WELCOME

Bradley H. Patterson, Jr.  
Senior Staff Member and  
Conference Chairman  
Advanced Study Program  
The Brookings Institution

6:30 P.M.

The Thoroughbred Room  
The Washington Hilton

RECEPTION

7:00 P.M.

The Thoroughbred Room  
The Washington Hilton

DINNER

THE ENVIRONMENT OF FEDERAL  
DECISION MAKING

Elliot Kline  
Dean  
School of Business and  
Public Administration  
University of the Pacific

10:00 P.M.

The Towers Lounge  
The Washington Hilton

Continuation of Informal  
Discussion (OPTIONAL)

MONDAY, MAY 9, 1983

WASHINGTON, D. C.

7:30 A.M.  
Ballroom Entrance  
(Terrace Level)  
The Washington Hilton

Board chartered bus for  
Brookings

7:45 A.M.  
Room 106/108  
Brookings Institution

BREAKFAST

STAFF WORK FOR THE SENATE:  
THE COMMITTEE ON FOREIGN RELATIONS

Edward G. Sanders  
Staff Director  
Senate Committee on Foreign  
Relations  
The U.S. Senate

9:30 A.M.  
Room 7315  
GAO Building  
441 G Street, N.W.

THE FUNCTIONS OF THE  
GENERAL ACCOUNTING OFFICE

Frank Fee  
Assistant Comptroller  
General for Operations  
The General Accounting Office

11:00 A.M.  
(Room to be Announced)  
Capitol Hill

THE TASK OF A MEMBER OF  
CONGRESS

The Honorable Katie Hall  
U.S. Congresswoman from  
Indiana

12:30 P.M.  
(Room to be Announced)  
Capitol Hill

LUNCHEON

FINANCIAL ISSUES IN THE 98th  
CONGRESS

The Honorable David Durenberger  
United States Senator from  
Minnesota

MONDAY, MAY 9, 1983

WASHINGTON, D. C.

2:30 P.M.  
Room East Front 100  
The Capitol

NATURAL RESOURCES ISSUES IN  
THE 98th CONGRESS

The Honorable  
Charles Pashayan, Jr.  
U.S. Congressman from the  
17th District of California  
U.S. House of Representatives

4:00 P.M.  
Room S-211  
The Capitol

POLICY COORDINATION FOR THE  
SENATE DEMOCRATS:  
THE ROLE OF THE DEMOCRATIC  
POLICY COMMITTEE

Robert Liberatore  
Staff Director  
Senate Democratic Policy  
Committee  
The U.S. Senate

6:30 P.M.  
The Biggs Lounge  
Room 201  
Brookings

RECEPTION

7:00 P.M.  
Room 106/108  
Brookings

DINNER

NUCLEAR REGULATORY ISSUES:  
PROSPECTS AND CHOICES

James A. Fitzgerald  
Assistant General Counsel  
The Nuclear Regulatory  
Commission

9:45 P.M.  
The Towers Lounge  
The Washington Hilton

Continuation of Informal  
Discussion (OPTIONAL)

TUESDAY, MAY 10, 1983

WASHINGTON, D. C.

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7:30 A.M.  
Ballroom Entrance  
(Terrace Level)  
The Washington Hilton

Board chartered bus for  
Brookings

7:45 A.M.  
Room 106/108  
Brookings

THE BUDGET DILEMMA:  
ISSUES FOR THE CONGRESS

Nancy M. Gordon  
Assistant Director for  
Human Resources and  
Community Development  
The Congressional Budget Office

9:30 A.M.  
Front Steps  
Brookings

GROUP PHOTOGRAPH

9:45 A.M.  
Capitol Hill

INDIVIDUAL VISITS TO  
COMMITTEE HEARINGS

12:15 P.M.  
The Quality Inn  
415 New Jersey Avenue  
Capitol Hill

LUNCHEON

THE BUDGET ISSUE IN THE SENATE:  
A DEMOCRATIC PERSPECTIVE

(SPEAKER TO BE ANNOUNCED)

2:00 P.M.  
Ground Floor Theater  
The Supreme Court

MOTION PICTURE ON THE  
SUPREME COURT

2:30 P.M.  
The West Conference Room  
The Supreme Court

THE ROLE OF THE SUPREME COURT  
IN NATIONAL POLICYMAKING

Mark Cannon  
Administrative Assistant  
to the Chief Justice of  
the United States

TUESDAY, MAY 10, 1983

WASHINGTON, D. C.

---

4:00 P.M.  
Room 1242  
National Science  
Foundation  
1800 G Street, N.W.

GOVERNMENT'S CONTRIBUTION TO  
SCIENCE IN BUSINESS AND INDUSTRY

Dr. Peter Wilkniss  
Deputy Assistant Director for  
Scientific, Technological  
and International Affairs  
The National Science Foundation

6:30 P.M.  
The Biggs Lounge  
Room 201  
Brookings

RECEPTION

7:00 P.M.  
Room 106/108  
Brookings

DINNER

EMPLOYMENT POLICY ISSUES IN THE  
AMERICA OF THE '80's

Gary Burtless  
Senior Fellow  
Economic Studies Program  
The Brookings Institution

9:45 P.M.  
The Towers Lounge

Continuation of Informal  
Discussion (OPTIONAL)

WEDNESDAY, MAY 11, 1983

WASHINGTON, D. C.

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7:30 A.M.  
Ballroom Entrance  
(Terrace Level)  
The Washington Hilton

Board Chartered bus for  
Brookings

7:45 A.M.  
Room 106/108  
Brookings

BREAKFAST

SECRET INTELLIGENCE VS. PUBLIC  
ACCOUNTABILITY:  
A DILEMMA OF A FREE SOCIETY

A. R. Cinquegrana  
Deputy Counsel for  
Intelligence Policy  
The Department of Justice

9:30 A.M.  
(Room to be Announced)  
The Department of State  
22nd and C Streets, N.W.

(SPEAKER TO BE ANNOUNCED)

11:00 A.M.  
The Department of State

(SPEAKER TO BE ANNOUNCED)



WEDNESDAY, MAY 11, 1983

WASHINGTON, D. C.

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12:30 P.M.  
Room 106/108  
Brookings

LUNCHEON

THE ROLE OF NON-GOVERNMENTAL  
GROUPS IN THE POLICY PROCESS  
OF WASHINGTON:  
THE WILDERNESS SOCIETY

William Turnage  
Executive Director  
The Wilderness Society

2:30 P.M.  
Room 2334  
Treasury Department  
East Executive Avenue

EAST-WEST ECONOMIC POLICY:  
ISSUES AND CHOICES

Stephen J. Canner  
Director of the Office of  
East-West Economic Policy  
Department of the Treasury

4:00 P.M.  
The Auditorium  
Brookings

FOREIGN POLICY ISSUES IN THE  
NEXT TWO YEARS:  
AN INDEPENDENT ASSESSMENT

The Honorable  
Donald F. McHenry  
School of Foreign Service  
The Georgetown University

5:15 P.M.

DINNER AND EVENING FREE

(BUS RETURNS TO THE HOTEL)

THURSDAY, MAY 12, 1983

WASHINGTON, D. C.

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7:30 A.M.  
Ballroom Entrance  
(Terrace Level)  
The Washington Hilton

Board chartered bus for  
Brookings

7:45 A.M.  
Room 106/108  
Brookings

BREAKFAST

DOES AND SHOULD AMERICA  
HAVE AN INDUSTRIAL POLICY?

Malcolm Lovell  
Guest Scholar  
The Brookings Institution  
and  
Former Under Secretary of  
Labor

9:30 A.M.  
Room 10103  
New Executive  
Office Building  
17th and H Street, N.W.

INSTITUTIONAL STAFF WORK FOR  
THE PRESIDENT:  
THE OFFICE OF MANAGEMENT AND  
BUDGET

Joyce J. Walker  
Deputy Associate Director,  
Transportation, Commerce  
and Housing Division  
Office of Management and  
Budget

11:00 A.M.  
Room 10103  
New Executive  
Office Building

PERSONAL STAFF WORK FOR THE  
PRESIDENT: THE ROLE OF THE  
WHITE HOUSE

James E. Jenkins  
Deputy Counsellor to the  
President  
The White House

THURSDAY, MAY 12, 1983

WASHINGTON, D. C.

12:30 P.M.  
Room 106/108  
Brookings

STAFF WORK FOR THE VICE  
PRESIDENT: CHALLENGES AND  
ISSUES

Frederick M. Bush  
Deputy Chief of Staff  
to the Vice President

2:30 P.M.  
Room 10214  
Department of  
Transportation  
400 7th Street, S.W.

ISSUES IN TRANSPORTATION  
POLICY

Donald R. Trilling  
Executive Assistant to the  
Deputy Secretary  
Department of Transportation

4:00 P.M.  
Room 5542  
HHS, N. Bldg.  
330 Independence Ave., S.W.

MAKING GOVERNMENT EFFICIENT:  
THE ROLE OF AN INSPECTOR GENERAL

Bryan B. Mitchell  
The Deputy Inspector General  
Department of Health and  
Human Services

6:30 P.M.  
The Biggs Lounge  
Brookings

RECEPTION

7:00 P.M.  
Room 106/108  
Brookings

DINNER

THE ROLE OF THE FOURTH ESTATE  
IN THE POLICY PROCESS OF  
WASHINGTON

Don Oberdorfer  
Staff Writer  
The Washington Post

9:45 P.M.  
The Towers Lounge  
The Washington Hilton

Continuation of Informal  
Discussion (OPTIONAL)

FRIDAY, MAY 13, 1983

WASHINGTON, D. C.

7:15 A.M.

HOTEL CHECK-OUT

7:30 A.M.

The Map Room  
The Washington Hilton

BREAKFAST

NATIONAL RESOURCES ISSUES IN THE  
80's: PRIORITIES OF THE REAGAN  
ADMINISTRATION

Craig Potter  
Deputy Assistant Secretary  
for Fish and Wildlife and  
Parks  
The Department of Interior

10:15 A.M.

Room 1E801  
(Conference Room 1)  
The Pentagon

DEFENSE MANPOWER ISSUES: DO WE  
HAVE ENOUGH OF THE RIGHT KIND?

Brigadier General  
Anthony Lukeman  
Director, Manpower Plans  
and Policy Division  
Headquarters, United States  
Marine Corps  
The Department of Defense

12:15 P.M.

The Executive Dining  
Room  
Central Intelligence  
Agency

LUNCHEON

Officers of the Central  
Intelligence Agency

1:00 P.M.

The Director's  
Conference Room  
Central Intelligence  
Agency

INTELLIGENCE AND NATIONAL  
SECURITY

Officers of the Central  
Intelligence Agency

2:00 P.M.

CONFERENCE ADJOURNS

(Taxis available to National  
and Dulles Airports)



BIOGRAPHICAL INFORMATION  
ON  
SPEAKERS AND CHAIRPERSON

GARY BURTLESS

Gary Burtless was born near Auburn, in rural upstate New York. After attending local schools he entered Yale College, where he graduated Magna cum laude in 1972 after majoring in economics. Before attending graduate school he worked a year and a half as a researcher and administrator in the Gary (Indiana) Negative Income Tax Experiment, one of the nation's earliest scientific social experiments. In 1977 he obtained a Ph.D. in economics from the Massachusetts Institute of Technology, where he specialized in econometrics, labor economics, and public finance. He served from 1977 to 1979 as an economist in the office of the Assistant Secretary for Planning and Evaluation, Department of Health, Education and Welfare, and from 1980-1981 as an economist in the Office of the Assistant Secretary for Policy Evaluation and Research, Department of Labor.

Mr. Burtless came to the Brookings Institution in 1981, where he has studied social security, unemployment insurance, private pensions, retirement behavior and employment and training policy. He has published articles in the Journal of Political Economy, American Economic Review, and other leading journals in economics. He is now editing a book with Henry Aaron of Brookings on social security, pensions and retirement. Mr. Burtless is a Senior Fellow in Brookings Economic Studies Program.

FREDERICK M. BUSH

A native of Newport News, Virginia Mr. Bush received his B.A. from the University of Colorado, a Certificate d'Assuidite from the University of Nice in France, and his M.A. from American University in Washington.

He began his professional career in 1971 as a clerk on the staff of the Senate Republican Policy Committee. In 1973 he was appointed Legislative Assistant to Congressman Joseph Skubitz.

In 1974 Mr. Bush joined the Republican National Committee staff as Assistant to the Finance Chairman and in 1975 was made Deputy Finance Director of the President Ford Committee.

Mr. Bush went to Chicago in 1977 as the Finance Director of the Illinois Republican Party, then in 1979 joined the staff of the George Bush for President Committee as Finance Director, operating out of Houston.

During the Transition, Mr. Bush was the Assistant for Administration on the staff of the Vice-President-Elect.

President Reagan appointed Mr. Bush as the Assistant Secretary of Commerce for Tourism in 1981.

In 1982 Mr. Bush returned to the Vice President's Staff as Deputy Chief of Staff to the Vice President.

He was a Member of the American Council of Young Political Leaders, European Delegation, elected to the Board of the American Council of Young Political Leaders, 1980; private consulting to numerous Republican Party entities and candidates nationwide. He speaks fluent French. He was a delegate to the Republican Associates of Chicago Club, 1977. He was on the Presidential Inaugural Celebration 1982 and 1983.

He enjoys skiing, tennis, racketball and has travelled extensively throughout Eastern and Western Europe, Central America, Far East and numerous African nations.



STEPHEN J. CANNER

Mr. Canner has had over fifteen years experience in international economics and financial issues at Treasury, the Department of State, and the World Bank. Mr. Canner holds a M.A. and Ph.D. in Economics from Clark University in Massachusetts. Prior to joining the Treasury in 1966 he taught at Clark, Worcester Poly Tech and Northeastern Universities. He is presently the Director of Treasury's Office of East-West Policy.

MARK W. CANNON

Mark Cannon is the Administrative Assistant to the Chief Justice of the Supreme Court. He is the first individual to hold the office.

Dr. Cannon received his B.A. in polirical science from the University of Utah. He earned an M.A., M.P.A. and Ph.D. from Harvard University in the related fields of political economy, government and public administration.

In 1956, Dr. Cannon joined the staff of Congressman Henry Aldous Dixon as Administrative Assistant. He served in this position until 1960. From 1961 to 1963, he was legislative assistant in Utah for Senator Wallace F. Bennett. He also served as the chairman of the Political Science Department of Brigham Young University from 1961 to 1964.

Joining the Institute of Public Administration in 1964, Dr. Cannon served as Director of the Venezuelan Urban Development Program and also as Director of International Programs. From 1968 to 1972, Dr. Cannon was Director of the Institute.

Dr. Cannon was the first non-lawyer to be admitted to the American Bar Association in the new Judicial Association Program. He is a member of the National Academy of Public Administration and the Inter-American Advisory Council to the U.S. Department of State.

He has published widely in the fields related to public policy, institutional and administrative innovation.

**Page Denied**

DAVID DURENBERGER (continued)

Ethics

Intelligence

(Subcommittees on Legislation and  
the Rights of Americans -- he is  
Chairman; Subcommittee on Budget)

He is also a member of the Senate Republican Committee on Committees, of the Senate Steel Caucus, of the Senate Export Caucus, of the Concerned Senators for the Arts, of the Senate Rail Caucus (he is Co-Chairman); of the Congressional Alcohol Fuels Caucus (he is a Sponsor), of the Congressional Wood Energy Caucus and of the Senate Drug Enforcement Caucus.

DAVID DURENBERGER

A native of St. Cloud, Minnesota, U.S. Senator David Durenberger received his B.A. degree from St. John's University, Collegeville, cum laude in political science, and his J.D. degree from the University of Minnesota Law School.

From 1959 to 1966 he was in private practice with the law firm of LeVander, Gillen, Miller & Durenberger in South St. Paul; from 1967 to 1971 he was Executive Secretary to Governor Harold LeVander; and from 1971 to 1978 he was Counsel for Legal & Community Affairs, then Corporate Secretary and then Manager, International Licensing Division of H.B. Fuller Company in St. Paul.

Senator Durenberger was Lieutenant, U.S. Army Intelligence at Fort Holabird, Maryland, 1956 and Captain, 407th Civil Affairs & Military Government Company, Fort Snelling, 1957-1963.

He was elected in 1978 to serve the remaining four years of the term to which Hubert H. Humphrey was elected in 1976; and was elected by his colleagues to serve as president of the eleven-member Republican freshman class.

The Senator from Minnesota is active in numerous community, fraternal and professional organizations. He is a member of the American, Minnesota and District Bar associations and Corporate Counsel Association.

Senator Durenberger was reelected to the U.S. Senate in 1982 and now serves on the following committees:

|                              |  |
|------------------------------|--|
| Environment and Public Works | (Subcommittees on Toxic Substances and Environmental Oversight -- he is Chairman; Environmental Pollution; Water Resources)  |
| Finance                      | (Subcommittees on Health-he is Chairman; on Energy and Agricultural Taxation, on Social Security and Income Maintenance Programs)                                  |
| Governmental Affairs         | (Subcommittees on Intergovernmental Relations -- he is Chairman; on Energy, Nuclear Proliferation and Government Processes; on Information and Regulatory Affairs) |

(continued)

FRANCIS X. FEE

Francis X. Fee is currently the Assistant Comptroller General for Operations.

Mr. Fee joined the General Accounting Office in 1963 after graduating from Villanova University, with a B.S. degree in economics in 1963. From then until 1972, he performed a variety of assignments in the former Civil and Resources and Economics Divisions. In 1972, he was selected to participate in the President's Executive Interchange Program, working a full year with the American Telephone and Telegraph Company in New York City. In 1973, he was promoted to Assistant Regional Manager in the Philadelphia Regional Office and, in 1975, he was appointed Regional Manager of New York. He was appointed Director, Field Operations Division in 1979.

Mr. Fee has received numerous awards for his outstanding contributions. He received a cash award for superior performance in 1968, an outstanding performance rating and the Career Development Award in 1972, a Special Education Award in 1973, and an outstanding performance rating and the Distinguished Service Award in 1978. In February, 1981, he was presented GAO's Meritorious Executive Award.

Effective October 1, 1982, Mr. Fee was appointed to the position of Assistant Comptroller General for Operations responsible for the day-to-day management of the technical and administrative activities of the General Accounting Office. In this capacity, he is responsible for the coordination of work between the various GAO staff and the assessment of office organization to accomplish the Agency's mission.

JAMES A. FITZGERALD

Mr. Fitzgerald received his B.A. from Holy Cross College and his law degree from Yale Law School.

He served four years with the Navy's Judge Advocate General's Corps, including duties with cruiser/destroyer forces in Viet Nam.

Mr. Fitzgerald was appointed Assistant U.S. Attorney in the District of Columbia and served in that capacity for five years.

In 1975 he joined the Nuclear Regulatory Commission in its General Counsel's office and his present position is Assistant General Counsel.

In 1982 the Commission asked Mr. Fitzgerald to create and be the first manager of a new Office of Investigations -- and he has just completed that assignment.

Mr. Fitzgerald is the recipient of the Commission's Meritorious Service Award and the SES Performance Award.

NANCY M. GORDON

Nancy M. Gordon is currently Assistant Director for Human Resources and Community Development of the Congressional Budget Office (CBO). The CBO is a nonpartisan organization mandated to provide the Congress with budget-related information and analyses of alternative policies. Dr. Gordon's division is responsible for preparing reports and testimony for the Congress in areas such as employment, health, social security, and community development.

Before coming to the CBO she worked for Sarah Weddington, Assistant to the President, first as Executive Director of President Carter's Interdepartmental Task Force on Women and then as a Senior Adviser. Prior to that, she was a Senior Research Associate at the Urban Institute. Her research there focused on the treatment of women under the Social Security and private pension systems, the marriage penalty in the federal personal income tax system, and the payment of alimony and child support by absent parents. Dr. Gordon has published extensively on federal policy and employment issues.

In addition, Dr. Gordon was a Brookings Economic Policy Fellow at the Department of Labor and an Assistant Professor at the Graduate School of Industrial Administration of Carnegie-Mellon University. She has acted as a consultant and expert witness in legal proceedings on sex discrimination in wages and served on the Board of Directors of Worldwide Assurance for Employees of Public Agencies (1982-present) and of the Public Interest Economics Foundation (1978-1979).

Dr. Gordon received her Bachelor's Degree in Economics from the University of California at Berkeley in 1964 and her Doctorate in Economics from Stanford University in 1970. While attending Stanford, she was awarded a Woodrow Wilson Fellowship, an IBM Fellowship, and a Stanford-Wilson Dissertation Fellowship.



KATIE HALL

Congresswoman Katie Hall of Gary, Indiana won a special election on November 2, 1982 to represent the 1st Congressional District of Indiana during the 97th Congress. On that date she was also elected to represent the 1st District during the 98th Congress. In winning the two elections, Congresswoman Hall became the first Black woman to serve in the Indiana Congressional delegation.

The 1st Congressional District is located in the northwest region of the state of Indiana and encompasses the northern most portions of Lake and Porter counties and the northwest corner of LaPorte county.

As a member of Congress, Mrs. Hall has been selected to serve on two important committees, Public Works and Transportation, and Post Office and Civil Service. Her subcommittee assignments are Economic Development, Aviation, Public Works and Grounds (under the Public Works Committee) and Postal Operations and Services and Civil Service (under the Post Office Committee).

Along with her regular full-time duties, Mrs. Hall is an active member of the Steel Caucus, the Northeast/Midwest Coalition, the Congressional Black Caucus and the Congressional Caucus for Women's Issues.

Prior to her election to Congress, Mrs. Hall served as an Indiana State Representative for one term and as a State Senator between 1976 and 1982. During her terms in the General Assembly, she sponsored some of Indiana's milestone legislation on Crime Victim Compensation and Rape Victim Assistance.

Mrs. Hall is a former educator in the Gary public school system. She received her B.S. degree from Mississippi Valley State University and an M.S. degree from Indiana University. She has also taken advanced educational studies at Indiana University Northwest.

Mrs. Hall has enjoyed a very active political career. Some of her previous positions include Vice Chairperson of the Lake County Democratic Organization, Secretary of the Indiana State Democratic Central Committee, Chairperson of the 1980 Indiana Democratic State Convention, and Vice Chairperson for the Gary Housing Authority's Board of Commissioners.

Additionally, Mrs. Hall is a member of the N.A.A.C.P., the National Council of Negro Women, the American Association of University Women, and the Alpha Kappa Alpha Sorority. Mrs. Hall is also active in several professional organizations including the Indiana State Teachers Association, the National Education Association, the American Federation of Teachers (Local #4), the Gary Classroom Teachers Association, the Gary Council for the Social Studies, and the Phi Delta Kappa Educational Sorority.

KATIE HALL (continued)

Married for 25 years, Mrs. Hall is the mother of two daughters, Jacqueline and Junifer, and the guardian of one niece, Michelle. Her husband is a principle in the Gary public schools system and teaches at Indiana University Northwest (IUN). Her daughters also received advanced degrees from IUN.

Mrs. Hall is a member of the Van Buren Baptist Church, and serves on the Senior Usher Board, and the Male Chorus Boosters.

Katie Beatrice Green Hall was born in Mound Bayou, Mississippi on April 3, 1938. She is the recipient of many awards for contributions to politics, education, religious and civic concerns. She is also listed in Who's Who in the Midwest and Who's Who in Black America.

JAMES E. JENKINS

The President on November 5, 1981 appointed James E. Jenkins to be Deputy Counsellor to the President.

Since 1975, Mr. Jenkins has been Executive Vice President and Co-Founder of Mark Briggs and Associates, Inc., a local government and economic development consulting firm headquartered in Sacramento, California. He was Secretary of Health and Welfare, State of California, in 1974-75. He served concurrently as a member of the Governor's Cabinet and was responsible for supervisory authority over the Department of Health, Department of Benefit Payments (Welfare), Department of Corrections, Youth Authority, Rehabilitation, Employment and Office of Aging. In 1971-74, he was Assistant to the Governor and Director of Public Affairs, State of California, with responsibility for all state-federal relations. He was Deputy Director of Finance, State of California, in 1969-71.

Previously, in 1966-69, Mr. Jenkins was Washington Representative for the City of San Diego, California. He served in the United States Navy as Director of Public Affairs, 11th Naval District, in 1964-66. In 1959-64, he was Public Affairs Assistant to four Secretaries of the Navy.

Mr. Jenkins attended the United States Merchant Marine Academy (Class of 1944); Armed Forces Information School (1946-47); and Naval War College (1957-58). He resides in Carmichael, California; he is 58.

ELLIOT H. KLINE

Elliot Kline is Dean and Professor of the School of Business and Public Administration at the University of the Pacific, a position he has held since 1977. Dr. Kline holds a B.A., M.P.A. and Ph.D degrees from the University of Colorado. His Ph.D. is in the field of public administration/political science. Prior to joining the the administration and faculty of the University of the Pacific, Dr. Kline taught at Drake University, the University of Denver and Texas A & M. At Drake University, he was also the Director of the Institute of Public Affairs and Administration.

Dr. Kline is an active member of the American Society for Public Administration. Among his activities, he has been Chairman of its Committee on Government Relations with Business and Industry. He is also the author of numerous professional papers, monographs and articles in the area of public policy.

ROBERT G. LIBERATORE

A native of Baltimore, Mr. Liberatore received his B.S. at the Georgetown University School of Foreign Service.

He was associated during 1972-1975 with the Chase Manhattan Bank as Assistant Treasurer, then went to Jamaica with Chase Merchant Bankers as Manager of Credit and Marketing.

After four years in Jamaica, Mr. Liberatore in 1979 joined the staff of Senator Floyd Haskell of Colorado as Legislative Director.

Two years later, in 1981, he was appointed as a Professional Staff Member on the Staff of the Senate Democratic Policy Committee.

Mr. Liberatore was then elevated to his current position as the Staff Director of the Senate Democratic Policy Committee.

BRIGADIER GENERAL ANTHONY LUKEMAN, U. S. M. C.

Brigadier General Anthony Lukeman is the Director, Manpower Plans and Policy Division, Headquarters Marine Corps, Washington, D. C.

He was born in Jamaica, New York. Upon graduation from Dartmouth College, where he earned a B.A. degree in Government in June 1954, he was commissioned a second lieutenant in the Marine Corps. He also holds a master's degree in Business Administration from George Washington University, (1963).

Following completion of The Basic School, Quantico, Va., he joined the 2nd Marine Division at Camp Lejeune, N. C., where he served initially as a platoon leader, and later, rifle company executive officer, and rifle company commander in the 3rd Battalion, 8th Marines.

Subsequent duty as a company grade officer included a tour at the Marine Corps Recruit Depot, Parris Island, S. C., as a series officer (April 1956-October 1958) and supply tours on Okinawa and Camp Lejeune (October 1958-May 1962).

He participated in the Advanced Degree Program prior to being transferred in June 1963 to Camp H. M. Smith, Hawaii, serving for three years in financial management assignments. While there, he was promoted to major in September 1965.

His first tour in Vietnam came in July 1966, when he served with the 1st Battalion, 3rd Marines, and Headquarters, 3rd Marine Division.

Returning to the United States in September 1967, he reported to Headquarters, Marine Corps, Washington, D. C. where he served as an Analyst in the Office of the Assistant Secretary of Defense for Manpower and Reserve Affairs. During this assignment he was promoted to lieutenant colonel in July 1969.

Transferred to Quantico, he completed the Command and Staff College. Following graduation in June 1971, he reported to the 1st Marine Division, Camp Pendleton, California, where he commanded the 2nd Battalion, 1st Marines, and subsequently served as the Assistant G-1 of the division.

Continuing his professional education, he attended the National War College, in Washington, D. C., from July 1973 to July 1974.

BRIGADIER GENERAL ANTHONY LUKEMAN, (continued)

General Lukeman then served as the Liaison Officer to the Vietnamese Marine Corps from the Defense Attache Office, Saigon, and participated in planning and executing the evacuation of U.S. and Vietnamese citizens from Saigon and Vung Tau during April 1975.

Ordered back to Headquarters Marine Corps, he served for three years in the Requirements and Programs Division. He was promoted to colonel in July 1976 while assigned at Headquarters.

From June 1978 until August 1979, General Lukeman commanded the 5th Marines, then was assigned as the Chief of Staff of the 1st Marine Division. While serving in this capacity, he was selected in February 1980 for promotion to brigadier general. He was advanced to that grade on April 21, 1980 and assigned duty as Deputy Fiscal Director of the Marine Corps, Headquarters Marine Corps in April, 1980. He then served in this capacity until assuming his current assignment in July 1980.

His decorations and medals include the Bronze Star Medal with Combat "V"; the Meritorious Service Medal with two gold stars in lieu of a second and third awards; and the Joint Service Commendation Medal.

MALCOLM R. LOVELL, Jr.

Mr. Lovell is currently a Guest Scholar in the Economic Studies Program of the Brookings Institution, joining Brookings on March 1, 1983.

Prior to joining Brookings, Mr. Lovell served as the nation's seventeenth Under Secretary of Labor beginning on September 29, 1981.

As the second-ranking official in the U.S. Department of Labor, Lovell was responsible for helping to administer a wide range of laws and programs to protect and improve the welfare of American workers.

Lovell had previously been President of the Rubber Manufacturers Association since March 1973. The association, with headquarters in Washington, D. C., is the national trade association of the tire and rubber industry.

Lovell served in the Nixon Administration as Assistant Secretary of Labor for Manpower from 1970 to 1973. Before being named by President Nixon to the sub-Cabinet post, he served as Deputy Assistant Secretary for Manpower and Manpower Administrator from 1969 to 1970.

He was appointed by President Ford to the National Advisory Council on Vocational Education and served until 1979. He was a member of the National Commission for Manpower Policy from March 1975 until August 1979.



DONALD F. McHENRY

Donald F. McHenry served as U.S. Permanent Representative to the United Nations from September 1979 until January 20, 1981. As chief United States representative to the United Nations, he also served as a member of President Carter's Cabinet. At the time of his appointment, Ambassador McHenry was the U.S. Deputy Representative to the U.N. Security Council, a position to which he was appointed in March 1977.

Ambassador McHenry is currently University Research Professor of Diplomacy and International Affairs at Georgetown University and president of International Relations Consultants, Inc. He is also a Trustee of the Brookings Institution.

Ambassador McHenry has studied, taught and worked primarily in the fields of foreign policy and international law and organizations. He joined the U.S. Department of State in 1963 and served eight years in various positions related to U.S. foreign policy. In 1966 he received the Department's Superior Honor Award. In 1971, while on leave from the Department, he was a Guest Scholar at the Brookings Institution, Washington, D.C. and an International Affairs Fellow of the Council on Foreign Relations, New York. In 1973, after leaving the State Department, he joined the Carnegie Endowment for International Peace in Washington, D.C. as Director of Humanitarian Policy Studies. In 1976 he served as a member of President Carter's transition staff at the State Department before joining the U.S. Mission to the U.N.

During his career, Ambassador McHenry represented the United States in a number of international fora and as the U.S. Representative on the U.N. Western Five Contact Group, he was the chief U.S. negotiator on the question of Namibia.

Ambassador McHenry has taught at Howard and American Universities and the Georgetown University School of Foreign Service, all in Washington, D. C. He is the author of Micronesia: Trust Betrayed (Carnegie Endowment, 1975) and numerous articles published in professional journals and newspapers.

Ambassador McHenry is a Director of the International Paper Company, the Coca-Cola Company, The First National Bank of Boston and its holding company the First National Boston Corporation, the SmithKline Beckman Corporation, the Institute for International Economics and The American Ditchley Foundation. He serves as a trustee of Mount Holyoke College, The Ford Foundation and the Phelps-Stokes Fund and as a Governor of the American Stock Exchange. He is a member of the Council on Foreign Relations and of the Editorial Board of Foreign Policy Magazine.

DONALD F. McHENRY (continued)

Ambassador McHenry was born in St. Louis, Missouri in 1936. He grew up in East St. Louis, Illinois. He graduated in 1957 from Illinois State University and two years later received a Master's Degree from Southern Illinois University. He has done post-graduate work at Georgetown University.

BRYAN B. MITCHELL

Mr. Mitchell has served in the Department of Health and Human Services (formerly the Department of Health, Education, and Welfare), for about sixteen years. During this period, he spent approximately three years in the Office of Planning and Evaluation, Office of Education. This was followed by an assignment as Deputy Director, Office of Management, Planning and Technology, Office of the Secretary. He commenced his assignment as Assistant Inspector General for Health Care and Systems Review, in March 1977, concurrently with the establishment of the Office of Inspector General. He was appointed by the Secretary to the position of Senior Assistant Inspector General for Audit and Systems in August 1979. On September 11, 1979, the Secretary again appointed him to the position of Acting Deputy Inspector General for the Office of Inspector General.

Mr. Mitchell has a Bachelor's Degree in Engineering from Georgia Institute of Technology and a Master's Degree in Management from The George Washington University.

DON OBERDORFER

Don Oberdorfer has been covering diplomatic news for the Washington Post since February, 1976. Prior to that, he was a White House correspondent and columnist for The Post (1968-72) and Northwest Asia correspondent, based in Tokyo (1972-75).

Oberdorfer is a native of Atlanta, Ga. He graduated from Princeton University with a B.A. in Public and International Affairs (1952) and served as a lieutenant in the U.S. Army in Korea. In 1955 he began his professional career as a reporter on The Charlotte Observer, becoming that newspaper's Washington correspondent in 1958.

In 1961-65, he was a Washington editor and contributor of The Saturday Evening Post magazine. He was national affairs correspondent for the Knight Newspapaer chain in 1965-68, during which time he made several lengthy trips to Indochina and covered the Vietnam war at home and abroad.

He is the author of a book, "Tet!" (Doubleday, 1971), a finalist for the National Book Award in the year of its publication, a poliitcal-military history of the decisive battle of the Vietnam war.

He has won several awards for diplomatic reporting. In 1980, he was awarded the Barnet Nover prize of the White House Correspondents Association for his coverage of President Carter's diplomacy. In 1981, he won the Edwin M. Hood award for diplomatic correspondence of the National Press, and in 1982 the Edward Weintal prize for diplomatic reporting of Georgetown Universtity.

In the fall semester of 1977 and again in the fall semester of 1982, he was Ferris Professor of Journalism at Princeton University, during leaves of absence from The Post.

CHARLES PASHAYAN, Jr.

Charles "Chip" Pashayan was born and raised in Fresno, California. He graduated from high school in 1959, Pomona College in 1963 and Hastings Law School, University of California, in 1968. He holds a masters degree from Oxford University in American and British Constitutional Law, and is a member of the California State Bar and the United States Supreme Court Bar.

Chip served for two years in the U.S. Army as a Captain assigned to Strategic Intelligence at the Pentagon, one year as a special assistant to the Department of Communications and Transportation, and two years as Special Assistant to the General Counsel at HEW, providing legal advice on matters of the Constitutional separation of powers.

He was elected to the U.S. Congress on November 7, 1978, in his first bid for public office, and was re-elected to a second term on November 4, 1980 and a third term in 1982. His Committee assignments are Interior and Insular Affairs and the Committee on Post Office and Civil Service.

BRADLEY H. PATTERSON, JR.

Bradley Patterson has been a Senior Staff Member of the Advanced Study Program of The Brookings Institution since January 1, 1977.

He has been a Federal Career Executive for thirty-two years, fourteen of which have been on the White House Staff.

Mr. Patterson was born in Wellesley, Massachusetts. He received his Bachelor's and Master's Degrees from the University of Chicago, taught at the Cranbrook School in Bloomfield Hills, Michigan, and joined the Department of State in 1945.

After nine years in the State Department, Mr. Patterson was appointed the Assistant Cabinet Secretary at the White House and served in that post from 1954 to 1961. He then was named Executive Secretary of the Peace Corps (1961-1962), a National Security Affairs Adviser to the Secretary of the Treasury (1962-1966), Executive Director of the National Advisory Commission on Selective Service (1966-1967), and Executive Director of the National Advisory Council on Economic Opportunity (1967-1969). He was a member of the Class of 1966 at the National War College. In the Fall of 1969, Mr. Patterson rejoined the White House Staff as the Executive Assistant to Leonard Garment, being closely involved with civil rights and Indian affairs. In late 1974 he was appointed Assistant Director of the Presidential Personnel Office; later President Ford also designated him as his coordinator for policies and programs affecting American Indians.

In 1960 Mr. Patterson received the Arthur S. Flemming Award as one of the Ten Outstanding Young Men in Federal Service, and in 1975 he was given a Special Citation by the Civil Service Commission.

Mr. Patterson is the President-Elect of the 17,000 member American Society for Public Administration, the nationwide professional organization of public administrators. He served previously as Vice President, then President of ASPA's National Capital Area Chapter, as Chair of ASPA's National Policy Issues Committee and as a Member of ASPA's National Council.

In the fall of 1981 Mr. Patterson was elected to membership in the National Academy of Public Administration.

Mr. Patterson is the author of a Special Paper of the American Society for Public Administration entitled, The President's Cabinet: Issues and Questions; of an article in the Spring 1978 issue of The Bureaucrat entitled, "White House Staff: The Bashful Bureaucracy"; and of an article about the Reagan White House Staff in the December 1980 issue of The Washingtonian.

J. CRAIG POTTER

Mr. Potter came to the Interior Department from the Senate Appropriations Committee where he was a professional staff member for several years. Most of that time was spent working with the Interior Subcommittee, although he also worked on the Transportation Subcommittee for a considerable period of time. Prior to the initiation of his career on Capitol Hill, which began in 1975 as Chief Counsel to the Senate Post Office and Civil Service Committee, Mr. Potter was engaged in the private practice of law in Cheyenne, Wyoming. His practice in Wyoming emphasized water law and administrative procedure.

Craig was born and spent his childhood in California and Illinois, and for the twenty or so years prior to coming to Washington, Wyoming was his home.

Craig entered on duty as the Department of the Interior in March 1981, as Special Assistant to the Assistant Secretary for Fish and Wildlife and Parks.

On July 4, 1982, he was named Deputy Assistant Secretary for Fish Wildlife and Parks.

EDWARD G. SANDERS

Edwards G. Sanders was appointed Staff Director of the Senate Foreign Relations Committee by Chairman Charles H. Percy in January 1981. He works directly with the Chairman to set Committee priorities and manages the members of the majority staff.

Mr. Sanders began his career in government at the Office of Management and Budget in 1969. He held positions of increasing responsibility and in 1980 was appointed Associate Director for National Security and International Affairs, becoming only the third career civil servant in OMB's history to be appointed to a political-level position. As Associate Director, Mr. Sanders was responsible for OMB's review of all defense, intelligence, and foreign affairs programs.

He has served also as a special assistant to the Assistant Secretary of the Treasury for International Affairs in 1972-1973 and was an economist with the Institute for Defense Analyses in 1966-1969.

Mr. Sanders graduated from Pomona College in 1963, received his Ph. D. in economics from Yale University in 1969, and attended the Advanced Management Program at the Harvard Business School in 1980. He has received OMB's Exceptional Service Award and the National Civil Service League's Career Service Award.



DONALD R. TRILLING

BS in Economics, 1956; Univ. of Pennsylvania  
MS in Economics, 1959; Univ. of Pennsylvania  
PhD in Business and Applied Economics; 1969 Univ. of Pennsylvania

Worked 15 years for Westinghouse Electric Corporation in a progression of assignments of increasing responsibility: computer programmer, systems analyst, corporate consultant, Manager of Management Sciences, Director of Washington Operations for the Public Management Services group.

Joined the Department of Transportation in 1973. Since August 1981, has been Executive Assistant to the Deputy Secretary, working on a variety of assignments for the Deputy (or the Secretary), supporting the Deputy in policy formulation and decisionmaking in selected areas and representing him in executive meetings.

November 1973 to August 1981 - Worked for the Assistant Secretary for Policy and International Affairs. As Director of the Office of Industry Policy, supervised a professional staff focusing on policy issues affecting the private sector, such as regulatory reform, safety regulation, the problems of the auto industry, maritime policy, and the financial conditions of the companies in the transportation sector. Served as Project Director and principal author of the Department's January 1981 report on the U.S. auto industry. Before that, as Director of the Office of Intermodal Transportation, managed a professional staff doing policy analyses on energy issues, truck size and weight, intermodal matters, and the auto industry.

Served one year as Acting Deputy Assistant Secretary for Policy and International Affairs, primarily involved with the issues of regulatory reform, energy and the independent truckers' strike.

Received President's Meritorious Executive Award in 1980, Secretary's Meritorious Achievement Awards (Silver) in 1978, 1979, and 1981, Superior Performance Awards (Bronze) in 1976 and 1977.

Has authored or was contributing author to a number of papers and Departmental reports, including: "Potential for Motor Vehicle Fuel Economy Improvement" (1974); "Statement of National Transportation Policy" (1974); "Highway Safety Needs Report" (1976); "National Transportation: Trends and Choices to the Year 2000" (1977); "The U.S. Automobile Industry" (1981).

WILLIAM A. TURNAGE

Bill Turnage graduated from Yale University in 1965, and subsequently studied at Balliol College, Oxford--where he used his free time for hiking in England and Scotland. Upon returning to the United States he served for three years in the State Department as an economic officer and as special assistant to the director of the U.S. aid program for Latin America. It was during that time that his interest in hiking evolved into a concern for the environment, particularly natural areas. He spent every spare moment in Shenandoah National Park and the Great Smoky Mountains. As his interest grew, he became involved with the Potomac Appalachian Trail Club and returned to Yale to study at the graduate school of Forestry and Environmental Studies.

While at Yale Bill served as Associate Chubb Fellow, directing the prestigious Chubb Fellowship program, which brings important public figures to Yale for extended visits and seminars. One of the Chubb Fellows was Ansel Adams, the eminent photographer and conservationist. In 1972 Bill moved to Carmel, California, to become business manager and environmental associate to Ansel Adams. Together they helped establish the Big Sur Foundation to work for the protection of California's spectacular Big Sur coastline, and were instrumental in persuading President Ford to inaugurate a billion dollar national parks improvement program in 1976. They played a decisive role in stopping a management plan for Yosemite National Park that would have greatly increased development in the park's most spectacular areas. Adams and Turnage collaborated on numerous environmental projects and were particularly interested in national park and wilderness issues. In his environmental work and through his involvement in the establishment and development of groups and institutions aimed at the promotion of photography as fine art, Turnage gained invaluable experience in administration, communications publishing, fundraising and financial management.

Bill is 38 years old, and enjoys contemporary art, music, ballet, medieval cathedrals and ski mountaineering as leisure pursuits.

In August of 1978, the Governing Council of the Wilderness Society selected Bill Turnage as the Society's seventh Executive Director and he took office in November 1978. As Executive Director his primary goals include the articulation of a "land ethic" through the education of a larger, broader and more committed wilderness preservation and land protection constituency.

JOYCE J. WALKER

Ms. Walker received her B.A. with honors, at the University of Northern Colorado (where she was a Boettcher Scholar and was President of Associated Women and of Mortar Board), her Master of Public Administration at the University of Colorado, and she attended the Program for Senior Managers in Government at Harvard.

After teaching in Junior High School in Colorado Springs, Ms. Walker came to Washington in 1965 as a Management Analyst with the Bureau of Labor Statistics of the Department of Labor.

In 1966 she transferred to the Agency for International Development of the Department of State as a Management Analyst, then spent two years as an Administrative Officer with the Development and Resources Corporation in New York City.

She joined the Office of Management and Budget in 1970 as a Budget Preparation Specialist; in 1971 was promoted to be Assistant Chief of the Budget Preparation Branch, and Chief of that Branch in 1973.

In 1976 Ms. Walker was elevated to be the Deputy Associate Director for Economics and Government in the Budget Review Division, and in 1978 was appointed in her present position as Deputy Associate Director of OMB for Transportation, Commerce and Housing.

Her awards and distinctions include:

The Roger W. Jones Award for Executive Leadership, 1983

- Presidential Rank of Meritorious Executive, Senior Executive Service, 1980

- One of six to receive the Federal Woman's Award, 1976

The William A. Jump Meritorious Award for Exemplary Achievement in Public Administration, 1972

- Member of the Advisory Panel on Public Management Education, John F. Kennedy School of Government, Harvard University, 1980-82

- Member of the Executive Resources Board, Office of Management and Budget, 1979-81

- Member of Executive Women in Government

PETER E. WILKNISS

Dr. Wilkniss was born in Berlin, Germany and received his Master's and Ph.D. degrees from the Technical University in Munich. He was a Research Assistant at the Technical University during 1959-1961 while he studied for the doctorate. As a U.S. citizen in 1961 he joined the staff of the U.S. Naval Ordnance Station as a research chemist and radiological protection officer, moving up in 1964 as Head of its Nuclear Chemistry Branch.

In 1966 he moved to the Naval Research Laboratory as Research Oceanographer and in 1970 was elevated to be Head of the NRL's Geochemistry Section, and in the next year also Head of its Chemical Oceanography Branch. In 1974 he also became Chairman of the NRL's Radiological Committee.

Dr. Wilkniss transferred to the National Science Foundation in 1975 as Manager of the Research Program in its National Center for Atmospheric Research. In 1976 he became Manager of the International phase of NSF's Ocean Drilling/Ocean Sediment Coring Program and in 1980 was made Manager of the Ocean Drilling Project Team. Later in 1980 he was elevated to be the Director of the Division of Ocean Drilling Programs and then appointed as Senior Science Associate in the Office of the Director of the National Science Foundation.

His current position, as a member of the Senior Executive Service, is Deputy Assistant Director of the NSF for Scientific, Technological and International Affairs.

During 1978-81 Dr. Wilkniss was a liaison member of the Marine Board of the National Research Council/National Academy of Sciences; in 1975-78 he was a member of the American Meteorological Society's Committee on Atmospheric Chemistry and Radioactivity and during 1975-76 was a member of the Interagency Committee on Atmospheric Sciences.

Among his many awards and commendations has been the nomination in 1973 for the National Civil Service League's Special Achievement Award.

Dr. Wilkniss is Currently a member of the American Geophysical Union, of Sigma Xi and of the American Association for the Advancement of Science.

He is the author of fifty-three articles in recognized scientific and technical journals and has made presentations in some 91 national and international conferences and workshops.